



**Assess the Culture and  
Context of your Negotiation**



**Develop the Tactics from the  
most Appropriate Strategy**



**Complete the Deal AND  
Preserve the Working Relationship**



**U.S. AIR FORCE**

## Air Force Negotiation Center

Military leader is engaged in daily Joint, Interagency, and Coalition operations as well as creating partnership capacity with host nations and other organizations. This means that day-to-day, today's leaders are charged with mission success with people that they have no direct authority over — today's leadership skill set must include effective negotiating skills.

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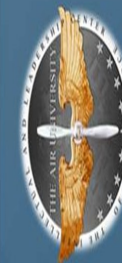
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**AFNC**  
AIR FORCE NEGOTIATION  
CENTER



## The Military Profession and Negotiations



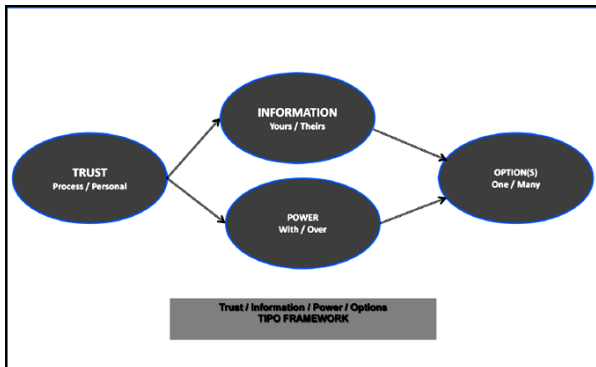


# AFNC

## AIR FORCE NEGOTIATION CENTER

### MISSION

The mission of the AFNC is to develop total force Airmen with adaptive conflict management, negotiation, and mediation skills to succeed in the dynamic, global AF



### HISTORY

The Commander of Air University at Maxwell Air Force Base, Alabama and the Secretary of the Air Force General Counsel Alternative Dispute Resolution Office created the Air Force Negotiation Center of Excellence in 2005 via a Memorandum of Agreement. The Director of the Air Force Research Institute led the update of this memorandum in 2013. The concept was the result of Air Force supervisors providing feedback on GCD-sponsored negotiation workshops - they believed this should be a "universal skill," especially as the operating environment of today's DOD professional became more complex. The AFNC is dedicated to developing this skill across the entire Air Force.



### TOOLS

In-Residence (at Air University), site-based or Distance Learning (DL) opportunities tailored to the needs of the audience, from introductory awareness through advanced theory and cross-cultural negotiating techniques. Multiple tailorable programs available.

### PROGRAMS

#### AIR UNIVERSITY EDUCATION AND TRAINING

- Air War College (AWC) and Air Command and Staff College (ACSC): Master's level electives on Negotiating Essentials and Cross-Cultural Negotiation and Mediation
- Taught by award-winning faculty
- AWC and ACSC: Core leadership lessons and sponsored research on negotiations
- Barnes Center and other PME institutions: Lectures and courseware on negotiation and leadership
- See <http://culture.af.mil/nce/>

### OUTREACH, PRESENTATIONS AND EXECUTIVE SEMINARS

- Provides outreach events as available. Participants include US and international military professionals, interagency and NGO professionals, and students from US and international universities.

### RESEARCH

- Completed Research: Over 25 AU student and staff research efforts to date
- Published *The Practical Guide to Negotiations in the Military, 2nd Edition*
- Award winning Air War College research

Ongoing Research:

- New articles and book chapters on advanced concepts in negotiation theory.

